

Strategic Plan 2014-2019

Jersey City Employment and Training Program

Mission Statement

The JCETP supports Jersey City residents representing diverse populations with the job training and resources necessary to enhance sustained employability in business, nonprofit, academic and public sector agencies.

1. Strategic Direction: Employer Relationships and Partnerships Result in Jobs for Jersey City Residents

JCETP has a vast network of business and nonprofit organization partnerships within the region that enable it to place more Jersey City residents in meaningful, gainful employment. Fostering and maintaining strong relationships with the business and nonprofit community are its highest priority. As a result, JCETP is able to provide its clients with employer supported training and apprenticeship opportunities within white and blue-collar industries, as well as the nonprofit sector. The agency fosters excellent collaborative relationships with employers that enable client-specific placements. JCETP regularly maintains contact with employers who have placed clients to ensure satisfaction and accountability.

JCETP has a diverse, creative portfolio of external funding support, which enables it to address the employment needs of Jersey City residents in significantly meaningful ways. Working with the Jersey City grants office and the Jersey City Nonprofits Grant Consortium, JCETP has increased its resource portfolio to provide innovative programs and services.

JCETP is adept in integrating key stakeholders to deliver vital support services. Interested parties include: State of New Jersey, employers, vendors, staff, welfare agencies and clients. These services are integral to enhancing the job skills of clients and facilitating successful job placements. JCETP has a deep well of vocational partners and mentors to support the employment needs of clients.

The agency strongly emphasizes literacy training and apprenticeships in all sectors. JCETP facilitates community resources, psycho-social services, job coaching and healthcare to clients.

A. Strategic Initiative: Coordinate Shared Resources and Information

Create a clearinghouse for employment recruitment efforts and job placement services for non-profit organizations and job developers.

Strategic Intent: JCETP will promote the coordination, collaboration, and sharing of information among agencies in Jersey City providing job training and development and placement services. JCETP will develop a network of partnerships resulting in greater and more comprehensive services to customers.

B. Strategic Initiative: Raising Jersey City

JCETP stays current about knowledge and technology needed for the job development, placement and support. JCETP provides outreach to educate and keep employers involved in workforce development.

Strategic Intent: JCETP provides awareness workshops for the continual sharing of knowledge. Through this initiative JCETP facilitates college accreditation, vendor certification apprenticeships and school outreach.

2. Strategic Direction: Changing Lives Through Transformative Re-entry of Formerly Incarcerated Individuals

Through its national model for the transformative re-entry of formerly incarcerated individuals into society, JCETP, working with its service delivery partners, facilitates a comprehensive array of supportive wrap-around services to meet the specific needs of these citizens. The agency's job coaching and mentoring program is specifically designed to ensure the success of ex-offenders in job placements. JCETP's clients are recognized by the business and nonprofit sectors as highly skilled, effective and productive in their positions.

A. Strategic Initiative: Assessment and Case Management

JCETP promotes the use of a client profile that meets unique individual needs.

Strategic Intent: JCETP's organizational policies connect with educational higher learning systems.

B. Strategic Initiative: Employment and Education Training

JCETP fits customers to pathways that lead to career milestones. These include: high school diploma/ GED/ vocational training/ continuing education courses/ career training and assessments.

Strategic Intent: JCETP provides resume writing, interview skills training and general education to clients.

C. Strategic Initiative: Spiritual Human Development

JCETP connects clients with special spiritual and psychological services to overcome personal barriers. The program serves as a conductor of services.

Strategic Intent: JCETP involves faith-based and social service organizations, such as churches, social services (Catholic charities, United Way, Salvation Army), welfare, Urban League, and other community groups in supporting the needs of its clients.

D. Strategic Initiative: Sober Living Initiative

JCETP provides and coordinates client employment support services, such as structured housing, sobriety programming, and permanent/ structured semi-independent living arrangements.

Strategic Intent: JCETP provides a stable, sober living environment where new positive attachments can be built. This healthy environment for formerly incarcerated individuals serves to enhance successful outcomes. JCETP works with the city to free-up existing resources for structured housing support services. JCETP's Re-entry Unit partners with the welfare benefits provider, "New Chance", to coordinate this strategic initiative. In addition, the agency utilizes Work First programs.

E. Strategic Initiative: Universal identification of formerly incarcerated individuals in Jersey City. JCETP utilizes a process that identifies all prospective clients.

Strategic Intent: JCETP communicates with the NJ Department of Corrections, Hudson County jail, and the federal prison system to develop a comprehensive and secure database of potential clients. This information is used to coordinate a comprehensive system of re-entry support services.

3. **Successful Job Placements of Highly Capable At-Risk Youth**

JCETP's program of developing the job skills of at-risk youth results in highly successful job placements. Through its external partners, JCETP engages at-risk youth in meaningful recreational, cultural and job readiness activities to support their growth and development. Productive partnerships with City Hall and the Jersey City School District enable JCETP to effectively support the needs of at-risk youth.

A. Strategic Initiative: My Personal Future Design

JCETP has developed a program to introduce youth to inspirational and educational possibilities for their future. Youth are inspired to pursue trade programs and vocational education.

Strategic Intent: JCETP has facilitated an alliance between the One Stops and the Jersey City Board of Education (DOE). This alliance is supported and influenced by the Office of the Mayor and the New Jersey Department of Labor and Workforce Development (NJ DOLWD).

B. Strategic Initiative: Development of Youth Apprenticeship in Advanced Manufacturing Program. Through this initiative, JCETP enables at-risk youth an opportunity to gain experience and explore different career options.

Strategic Intent: JCETP provides youth with increased advanced manufacturing apprenticeship opportunities.

C. Strategic Initiative: Development of a business model and curriculum for a Hudson County building trades charter school.

Strategic Intent: Enable non-college bound youth with an educational alternative through building trade opportunities.

4. Community Relationships Extend JCETP's Reach and Mission Effectiveness

The hallmark of JCETP's success is its ability to connect with the Jersey City community. Through its external community relations plan, the agency has fostered deep and supportive relations with Jersey City's residents, federal, county and local government agencies, the private and nonprofit sectors, and the faith-based community. This network of community relationships supports JCETP's mission of supporting the job training and placement of Jersey City residents in meaningful and gainful employment. JCETP's grassroots community engagement is a model for the nation.

A. Strategic Initiative: Volunteer Coordinator

JCETP has the organizational capacity to deliver greater client opportunities through supportive staff and expanded expertise with underutilized professionals in the community.

Strategic Intent: JCETP has created the position of volunteer coordinator, which facilitates relationships with local communities, schools, local faith based organizations and others supportive of JCETP's mission. JCETP maintains a job bank to connect semi-skilled people with job opportunities (per diem) in the community.

B. Strategic Initiative: Community Relations Department

JCETP has an extensive program to inform the public (community faith organizations/ employers/ job referrals) about its services. JCETP develops support among job referrals in order to promote and enhance the reach of JCETP.

Strategic Intent: JCETP has created a support board for advisory/ interaction of community organizations. It maintains a network of relationships with local and community organizations.

C. Strategic Initiative: Community Buy-in

JCETP has fostered community support for its re-entry program through the identification of strategic partners and stakeholders, additional sources of revenue support and the development of branding that enhances publicity and promotion.

Strategic Intent: JCETP has unique brand recognition that excites its partners and facilitates community buy-in of its mission and services. JCETP promotes its programs and services through community outreach, published materials, its website and town hall meetings.

5. Operational Systems that Support Accountability and Service Delivery

JCETP implemented a state of the art database to improve internal communications and accountability. The system manages client placements and progress and provides data analysis tools that can be simultaneously accessed by JCETP's internal departments in real time. While universally accessible, it is custom tailored to the needs of each job placement. The agency has a data informed performance management system that has improved the effectiveness, efficiency and accountability of its operations. JCETP also uses its website and social media to be more transparent and accountable to the community, its partners, and clients.

A. Strategic Initiative: JCETP Accountability Database

JCETP captures real time customer data and utilizes a customizable system that produces data that enables JCEPT to manage its programs.

Strategic Intent: JCETP has developed a database complete with a middle management checklist that screens reports for staff review. The reports are reviewed weekly in a staff-management meeting.

6. Improving Job Skills through Online Literacy Training

JCETP's clients benefit from its universally available online literacy-training program.

A. Strategic Initiative: Development of a model for the delivery of online literacy training. JCETP provides a blended/hybrid curriculum to strengthen client literacy skills for workplace readiness.

Strategic Intent: JCETP will develop an employer council for curriculum input. The agency explores additional assessment tools to meet multiple learning needs, examine current curricula, develop individual training plans, create new partnerships for delivery of the online, create a hybrid program of instruction, and develop new funding streams to support the initiative. JCETP intends to engage external partnerships to enhance marketing reach. Marketing outreach efforts will be initiated to engage employers and students. The agency wishes to reach families.